



Orchestra Hall
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Minneapolis, MN 55403
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minnesotaorchestra.org

December 20, 2013

HAND DELIVERY

Jeremy Hanson Willis
Director
Community Planning and Economic Development
105 Fifth Avenue South, Suite 200
Minneapolis, MN 55401

Re: Request for Additional Information

Dear Mr. Hanson Willis:

This letter and attachments respond to your requests for additional information regarding the operation of Orchestra Hall, as set forth in your letter of December 6, 2013.

As an initial matter, you mention in your letter the desire for information fully covering major activities planned at the Hall through this fiscal year of the Minnesota Orchestral Association (“MOA”), which ends August 31, 2014. In order to provide sufficient context for our specific responses to your questions below, I believe it would be helpful to first provide some additional background regarding both the discretion of MOA under the Lease and Use Agreement (“Lease”) and the current labor dispute.

The Lease defines the Governmental Program broadly as “a program for performing arts” with the goal of supporting and improving the cultural fabric of the State and region and promoting economic development and tourism for the decades-long duration of the Lease. The Lease recognizes the expertise and experience MOA has in operating artistic programs and performances and provides broad discretion to MOA to maintain and operate the Hall, including “broad and unfettered artistic freedom in content and selection of all performances and programs.” In addition, the Lease acknowledges that demand and use of the Hall is likely to vary over time and by season and that MOA “will not be expected to be open on a continuous, uninterrupted basis.”

This flexibility in performances and scheduling was a material aspect of our discussions and agreement with the City. Consistent with our long-term commitment and obligation to operate the Hall successfully for many years, when discussing the Lease and bond financing we fully informed the City of the need to reduce labor costs by several million dollars, in addition to the reductions that had already occurred in MOA’s cost structure and for non-union personnel. *See* Exhibit A, Strategic Business Plan Summary excerpt, page 12; FY 2011 / 2014 budget submitted to the City.¹ The discretion provided to MOA under the Lease, both with respect to the selection

¹ Exhibit A includes just a sampling of the extensive financial and programming information provided at the request of the City during the first half of 2012, as part of the City’s due diligence process for the bonding arrangements.

of artistic performances and with respect to scheduling and frequency of programming, reflects the discussions MOA had with the City and the realities of arts organizations needing flexibility in operations based on seasonal, year-to-year, and longer term economic fluctuations that are impacting every arts organization today.

As you are well aware, MOA's long-term objective to bring labor costs in line with revenues from ticket sales, donations and sustainable endowment draws has been met with extraordinary resistance in the labor negotiations between MOA and the Twin Cities Musicians Union, Local 30-73, American Federation of Musicians ("Union"), and the parties are engaged in a protracted labor dispute regarding a new contract. As a result of this labor dispute, programming at Orchestra Hall is continuing on a reduced basis. The labor dispute will not be a permanent situation and we remain confident that resolution with the Union will be accomplished in due time. We remain primarily focused on obtaining an equitable and sustainable resolution that will allow resumption of full programming of the Hall, including performances by the Minnesota Orchestra.

Resolution, however, is beyond the unilateral control of MOA. To reach a compromised settlement requires both parties to negotiate. MOA has made multiple compromises to its initial contract offer² and is continuing to do everything within its power, other than forfeiting the viability of its long-term future, to resolve a contract with the Union.

MOA is a nonprofit organization and the volunteer members of its board of directors serve without compensation. They donate their time and resources because of their personal love and support for the Minnesota Orchestra. Moreover, the board members owe a fiduciary duty to MOA, and to the generations of donors who have made development of a world-class orchestra possible, to preserve the operating solvency of the organization. Each of the volunteer board members has a deep commitment to MOA and the Minnesota Orchestra, and has as their primary objective the long-term success of the Orchestra for generations to come.

With that background context, we provide the following information responsive to your specific questions:³

Performing arts events to be held in the Hall if labor dispute continues.

It is MOA's hope that meaningful negotiation will occur in the near term and that a resolution of the labor dispute will result. In that event, there will be a prompt resumption of the Orchestra's planned schedule at Orchestra Hall. However, as noted in my letter of December 2, 2013, MOA has been pursuing a dual path for scheduling events during this year. The resulting schedule of events, taking into account the rescheduling of fall events and the addition of new events through

² The Union states it has offered ten proposals in these negotiations. However, with the exception of a proposal made on September 30, on the eve of Osmo Vänskä's resignation, the proposals from the Union have all been proposals regarding the timing and circumstances of negotiations, not substantive contract proposals. In contrast, MOA has made five substantive contract proposals notwithstanding the lack of participation and give-and-take required from the Union.

³ Although MOA desires to cooperate fully with the City and provide responsive information, we must continue to reserve all rights available to us under the Lease and other agreements, including with respect to the issues discussed in the letter to you dated December 2, 2013 from MOA's counsel, John Herman, Faegre Baker Daniels.

the fiscal year, is reflected in Exhibit B. The schedule shows confirmed performances, as well as dates being held for the Minnesota Orchestra in anticipation of the resolution of the labor contract. More performances are being pursued and are expected to be finalized in the coming weeks and throughout the spring if the labor dispute continues. We also expect the schedule will continue to evolve and to change as circumstances require, until a resolution of the labor contract is reached.

The schedule reflects a constant attention by MOA to maximizing musical events in the Hall. For example, because of uncertainties arising from the labor dispute, we have rescheduled many visiting artists expected to perform during fall 2013, with new dates now set for most of the performances in spring 2014.

In addition to events and performing artists presented directly by MOA, MOA has continued to offer Orchestra Hall for rental to others presenting musical events. For example, just in the past two weeks, four outstanding sold-out concerts occurred in the Hall, including performances of the University of St. Thomas Chorale Christmas program and the Concordia College Holiday Chorale program.

MOA continues to seek and confirm engagements for additional music performances in the Hall going forward. Importantly, in scheduling alternative programming MOA has sought to retain sufficient open dates and flexibility in the Hall so it will be able to present concerts by the Minnesota Orchestra promptly upon resolution of the labor dispute, without disrupting other scheduled performances. As dates being held for Minnesota Orchestra concerts approach without a labor resolution, we will endeavor to fill in to showcase other performing artists and groups.

MOA also has many events scheduled with corporate, civic and educational groups at the Hall. These often include music and the choice of Orchestra Hall is due to these interests and desire for a quality performing space. We have noted on Exhibit B events where we know music is a major part of the event. In addition, many of these organizations use Orchestra Hall to support our musical mission and to provide other income that benefits the overall purpose of MOA to provide great music that does not otherwise sustain itself with ticket revenues. All revenue earned in the Hall goes for program support of the MOA, not to any other purpose.

We continue active promotion of the use of the Hall by other collegiate and community groups, we continue to receive strong interest by such groups in performing in the Hall and we expect more programs to be added to the Hall schedule for this year. However, there is risk that some confirmed musical performances will be cancelled by the performing groups due to the labor dispute.

Although the current uncertainty in planning events for the Hall is unfortunate, it is not a permanent situation. MOA remains focused on obtaining an equitable and sustainable resolution of the labor dispute, to allow resumption of full programming of the Hall. MOA has provided high quality musical performances during the few months the Hall has been operational and it is committed to continuing to do so for the duration of the labor dispute.

Budget projections if no resolution of labor dispute.

You have requested that we provide a FY 2014 budget reflecting a scenario in which the labor dispute continues for the duration of the fiscal year. As your letter suggests, much of our budgeting in the current environment is challenging, given the ever-changing dynamics of the labor dispute, the uncertainty of when and what settlement will occur, and the lack of predictability with respect to groups who may cancel arrangements and commitments made for performances in the Hall. Our overall goal remains to have a contract with the Union and we do not at this time know what the wages of the Union employees will be. In light of the many uncertainties, we have been preparing forecasts and projections on a regular basis to ensure solid financial management during this period. Enclosed as Exhibit C is our FY 2014 current projection assuming no resolution of the labor dispute for the remainder of the fiscal year.

As reflected in the projection, we are currently anticipating positive net income from operations in the amount of \$1.4 million, which would be added to MOA endowments. This assumes presentation of a modest number of revenue producing concerts and full operation of the Hall for a wide range of musical and non-musical events. We believe this is a realistic projection given the labor dispute, and due to the lack of predictability and control we have regarding cancellations, we are unable to state with certainty how the season will continue to unfold. Our greatest hope is that there will be a prompt resolution of the labor contract and stability can be restored. Regardless, MOA is committed to managing finances carefully to ensure that we operate in a manner that is balanced and sustainable even during this period of substantially reduced earned revenue.

Maintenance budget assumptions.

The maintenance budget provided with my December 2 letter assumed expenses without any adjustment downward for fewer events due to the labor dispute. This is due to several factors on our side. First, many costs, such as heat, insurance, security and grounds/exterior maintenance, do not change with use. Second, we have many events of a musical, civic, corporate and educational nature programmed, the scheduling is in constant evolution, and these events require the Hall be event-ready at all times so that events can continue to be held without interruption. Third, we expect substantial programming in 2014 consistent with our goal and responsibility to do everything within our control to fulfill our mission of providing great music, regardless of the labor dispute. As we continue to host many musical events, with community, school and visiting performer groups, we felt the operational budget and our demonstration of full funding for these costs was appropriately conservative.

2015 negative balance.

The \$2,000 negative balance reflected in the 2015 fiscal year projection is, as you noted, negligible. It is the result of rounding various budget categories. Of course this is only a projection, and MOA is committed to ensuring that the actual budget for the year will be balanced by reducing costs in one or another category, or accomplishing slightly more revenue or annual fundraising.

As was the case with budgets submitted to the City during the approval process for the Lease and bond financing, the projected budgets for the next three years (FY 2015-2017) demonstrate sustainable balanced budgets taking into account reduction of the expenses across many categories, including non-union personnel and reductions under a new contract with the Union.

In one of our recent meetings with your staff, a CPED representative said a lockout was within MOA's control, since it has large endowments and can settle with the Union at any time by meeting their demands. Of course that is a fallacy. To survive financially, MOA needs to move from unsustainable endowment draws to a balanced long term budget for continuous operations. In labor disputes, "beyond your control" does not mean either side has control by simply agreeing to any demand, whether sustainable or not. Settlement must be on terms that meet reasonable economic parameters. Indeed, our obligations to the City under the Lease require that MOA ensure the ability to provide great music, and to use its discretion in managing the operations and programming, so as to have sustainable operations not only for a period of a few months but for the duration of the Lease of Orchestra Hall.

Let me conclude by again reaffirming our willingness to negotiate at any time with the Union. The Union's lack of negotiation for over a year and a half has prolonged this dispute beyond any contemplation of MOA's volunteer board. The MOA exists because of the deep love its volunteer members and directors have for great music. We only seek a sustainable contract consistent with the resources of our community and necessary to provide long-term stability for the Minnesota Orchestra. Decreases in giving to the arts, generational changes to audiences accustomed to getting music for free, and significant increase in union wages over the past several years concurrent with an unexpected economic downturn are far beyond our control.

Our goal remains to reach a negotiated settlement with the Union as soon as possible to resume full performances of the Orchestra at Orchestra Hall. We continue ready to reach a compromised settlement with our musicians and to seek alternatives to have the Hall widely used for music in the interim. This will remain our goal until the labor dispute is resolved.

Please feel free to call me with any additional questions or to discuss the current negotiation situation at your convenience. We are appreciative of the public/private partnership that allowed the renovation of Orchestra Hall and look forward to many years of providing exceptional musical programming in this extraordinary space.

Sincerely,

Minnesota Orchestral Association



Michael Henson, President and CEO

cc: Charles T. Lutz, Deputy Director
Shelley Roe/Minneapolis City Attorney

Encs.

MINNESOTA ORCHESTRAL ASSOCIATION

	F2011 Actuals	F2014 Budget
EARNED REVENUE		
<u>PRODUCTS</u>		
Classical/Chamber/Inside the Classics	4,071,542	3,813,515
Pops/Presentations/Jazz	1,867,911	2,225,361
Young Peoples	197,184	203,687
Holiday	498,285	695,578
<u>Sommerfest</u>	<u>365,955</u>	<u>620,744</u>
TOTAL PRODUCTS	7,000,877	7,558,884
<u>OTHER CONCERT REVENUE</u>		
Other	78,745	5,610
<u>Touring</u>	<u>154,800</u>	<u>355,000</u>
TOTAL OTHER CONCERT REVENUE	233,545	360,610
<u>OTHER CONCERT ACTIVITIES</u>		
Rentals	382,786	476,346
Food & Beverage	391,149	473,715
Ticketing Fees	1,016,779	1,007,261
<u>Miscellaneous</u>	<u>173,569</u>	<u>124,950</u>
TOTAL OTHER CONCERT ACTIVITIES	1,964,283	2,082,272
TOTAL EARNED REVENUE	9,198,705	10,001,767
CONTRIBUTIONS		
Guaranty Fund	4,352,770	4,600,200
Bequests	350,000	357,000
Directed Grants	3,524,987	3,771,380
<u>Symphony Ball</u>	<u>1,057,139</u>	<u>1,000,000</u>
TOTAL CONTRIBUTIONS	9,284,896	9,728,580
DRAWS AND DISTRIBUTIONS		
Endowment	5,718,453	3,236,389
BFF Endowment	0	750,000
Oakleaf Trust	2,978,328	3,185,864
<u>Other</u>	<u>363,175</u>	<u>365,000</u>
TOTAL DRAWS AND DISTRIBUTIONS	9,059,956	7,537,253
TOTAL OPERATING REVENUE	27,543,557	27,267,600
CONCERT EXPENSE		
Guest Artists	1,875,364	1,958,303
Marketing	1,542,759	1,353,935
Concert Production	1,272,980	1,607,617
Rentals	187,465	258,962
<u>Food & Beverage</u>	<u>250,639</u>	<u>261,243</u>
TOTAL CONCERT EXPENSE	5,129,207	5,440,061
OVERHEAD EXPENSE		
Salaries & Benefits	21,886,595	18,580,221
General Overhead	1,820,815	1,481,667
Building	344,861	576,287
<u>Financing</u>	<u>645,489</u>	<u>51,000</u>
TOTAL OVERHEAD EXPENSE	24,697,760	20,689,174
TOURING EXPENSE	325,032	830,530
SYMPHONY BALL EXPENSE	299,396	300,000
TOTAL OPERATING EXPENSE	30,451,395	27,259,764
NET OPERATIONS	(2,907,838)	7,835

EXHIBIT A



Further expenses reduction strategies are necessary

- New income generation at realistic levels is not sufficient to bring the MOA's finance into a true balance.
- All expenses within the MOA business model will be restructured, including:
 - Contract with musicians
 - Concert production
 - Administration
 - Marketing
 - Orchestra Hall running costs
- The MOA will address long-term obligations, including:
 - Payment of all long-term debt
 - Plan to resolve under-funding of defined benefit pension plans

The Minnesota Orchestra
Planning Schedule

****SUBJECT TO CHANGE****
as of 12/19/2013

2013-14 SEASON
SCENARIO:2013-14_SEASON_Default

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Key: (M) Yellow Highlight = Music related event	Sep 2	3	4	5	6 5:00p Reception Patron Party	7 11:00a * Corporate Ceremony	8
Key: Red Typeface = Private/Rental Event Key: Blue Typeface = Minnesota Orchestra	Sep 9	10	11	12 (M) 4:30p * Event Industry Preview w/Live DJ	13	14	15
	Sep 16 4:00p Reception Private Reception	17 1:00p Building Tour FOTMO Kinder Konzert Volunteer	18	19	20 (M) SYMPHONY BALL	21	22
	Sep 23	24	25	26	27	28	29 5:00p h)* Corporate Load-in
	Sep 30 (M) 7:00a CON(n) Corporate Event Corporate Meeting Load-in 12:00p Mtg YPSA Board Meeting (OH Conference Room) 5:00p Reception Association of Fundraising Professionals - MN Chapter	October 1 11:00a CON(n) Corporate Meeting 10:30a Mtg Corporate Setup 6:00p Reception The Wedding Guys / New Event Launch	2 8:00a Mtg Corporate - Private Meeting	3 7:30a Mtg Corporate - Private Meeting	4	5 8:30a Mtg Corporate Training	6
	Oct 7 5:30p * Corporate Event	8 8:00a sc A/V load-in for 2 Corporate Events	9 Corporate Leadership Development	10	11 (M) 8:00a Mtg Corporate 5:30p Reception Corporate Reception/Dinner	12	13
	Oct 14	15	16 3:00p h) Corporate Annual Alumni Event	17	18	19	20
	Oct 21	22 3:35p h)* VocalEssence and The St. Olaf Choir Afternoon Rehearsals	23 1:00p Building Tour Corporate Annual Meeting - Tours 6:00p Reception Corporate Happy	24 3:00p h)* VocalEssence and The St. Olaf Choir Afternoon Rehearsal	25	26	27 4:00p CON(n) VocalEssence and The St. Olaf Choir
	Oct 28	29	30	31	November 1	2	3 6:00p * Corporate Event
	Nov 4	5	6	7 5:00p Reception Corporate Reception 3:00p Building Tour Tour for Corporate Planners Team	8	9	10
	Nov 11 (M) 9:00a h)* Robbinsdale Schools 7:30p Concert Robbinsdale Area Schools All District Music Festival	12	13	14 7:30a Mtg Corporate Holiday Event 5:00p h)* Corporate Reception	15	16 8:00a * GTCYS Rehearsal	17 11:30a h)* Corporate Open House
	Nov 18	19 7:00p * GTCYS Concert	20	21	22	23	24
	Nov 25	26	27	28 Thanksgiving	29	30	December 1

The Minnesota Orchestra
Planning Schedule

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2013-14 SEASON
SCENARIO:2013-14_SEASON_Default

Dec 2	3	4	5	6	7	8 (M)
					8:00a h)* Hold for St Thomas Load-in	4:00pm & 7:30pm concerts St. Thomas Christmas Concerts
Dec 9 1:00p Mtg Corporate Meeting 4:00p Mtg Corporate Holiday Dinner	10 11:00a Mtg Corporate Meeting & Tour 4:00p Mtg Corporate Meeting	11	12 (M) 6:00pm and 8:30pm concerts Concordia College - Holiday Concerts 7:00p Reception Concordia Recruitment Reception	13 5:30p Reception Corporate Holiday Party	14	15
Dec 16 3:00p Reception Corporate Holiday Reception	17 6:00p Reception Corporate Holiday Party	18 11:30a Corporate Christmas Luncheon 5:00p Corporate Holiday Party	19	20	21	22
Dec 23	24	25	26	27	28	29
Dec 30	31	January 1	2	3	4	5
Jan 6	7	8	9 5:00p Reception Corporate Reception	10	11	12
Jan 13	14	15	16 (M) MN ORCH Minnesota Orchestra Open House event w/Classical Preview	17 (M) MN ORCH Minnesota Orchestra Open House event w/Classical Preview	18 (M) MN ORCH Minnesota Orchestra Open House event w/Classical Preview	19 (M) MN ORCH Minnesota Orchestra Open House event w/Classical Preview
Jan 20	21	22	23 24 (M) MN ORCH MN ORCH RETURNS 8:00p CONCERT	25 (M) MN ORCH MN ORCH RETURNS 8:00p CONCERT	26	27
Jan 27	28 (M) MN ORCH YOUNG PEOPLE'S CONCERT 10:05a YP 11:40a YP	29 (M) MN ORCH YOUNG PEOPLE'S CONCERT 10:05a YP 11:40a YP	30 (M) MN ORCH YOUNG PEOPLE'S CONCERT 10:05a YP 11:40a YP	31 FEBRUARY 1 (M) MN ORCH FRIENDS AND FAMILY CONCERT CONCERT 1 & 3 pm 10:05a YP 11:40a YP	2	3
6 Feb 3 (M) MN ORCH YOUNG PEOPLE'S CONCERT 10:05a YP 11:40a YP	4	5	6 (M) MN ORCH MN ORCH RETURNS 11am	7 (M) MN ORCH MN ORCH RETURNS 8:00p CONCERT	8	9 4:00p Vocal Essence Witness Concert
Feb 10 10:05a Vocal Essence Young People's Concerts 7:00p Chorus	11	12	13 (M) MN ORCH 11:00a Coffee Concert	14 (M) MN ORCH 8:00p CONCERT	15 (M) MN ORCH 8:00p CONCERT	16
Feb 17	18	19	20 (M) MN ORCH 11:00a Coffee Concert	21 (M) MN ORCH 8:00p CONCERT	22 (M) MN ORCH 8:00p CONCERT	23
Feb 24	25	26 (M) MN ORCH YOUNG PEOPLE'S CONCERT 10:05a YP 11:40a YP	27 (M) MN ORCH YOUNG PEOPLE'S CONCERT 10:05a YP 11:40a YP	28	March 1	2 (M) MN ORCH FRIENDS AND FAMILY CONCERT 2:00p & 4p FAM
Mar 3	4	5	6 (M) MN ORCH 11:00a Coffee Concert	7 (M) MN ORCH 8:00p CONCERT	8 (M) MN ORCH 8:00p CONCERT	9 7:00p Tab. Art of Drama

The Minnesota Orchestra
Planning Schedule

****SUBJECT TO CHANGE****
as of 12/19/2013

2013-14 SEASON
SCENARIO:2013-14_SEASON_Default

Mar 10	11	12	13 (M) MN ORCH 11:00a Coffee Concert	14 (M) MN ORCH 8:00p CONCERT	15 (M) MN ORCH 8:00p CONCERT	16
Mar 17	18	19	20 Chris Botti 8:00p	21 Guns Boat 8:00p	22 (M) MN ORCH 8:00p CONCERT	23 (M) MN ORCH 2:00p CONCERT
Mar 24	25	26	27 (M) MN ORCH 11:00a Coffee Concert	28 (M) MN ORCH 8:00p CONCERT	29 (M) MN ORCH 8:00p CONCERT	30
Mar 31 7:00p CON(n) MINNESOTA Middle Level Festival	April 1	2	3	4 8:00p CON(n) 10th Annual ISES Minnesota Star Awards	5 (M) MN ORCH Matthew Morrison with Minnesota Orchestra 8:00p	6 5:00p CON(n) Gambardia College Choral Arts Female
Apr 7	8	9	10 (M) MN ORCH 7:30pm Concert	11 (M) MN ORCH 8:00p CONCERT	12 (M) 2:00p CON(n) St. Olaf Band & St Olaf Orchestra in Concert MN ORCH (M) Doc Serverinsen & the Orchestra 8:00p	13
Apr 14	15	16	17	18 (M) Ramsey Lewis and John Pizzarelli 8:00p	19 (M) Bobby McFerrin 8:00p	20 Easter
Apr 21	22 (M) MN ORCH YOUNG PEOPLE'S CONCERT 10:05a YP 11:40a YP	23 (M) MN ORCH YOUNG PEOPLE'S CONCERT 10:05a YP 11:40a YP	24 (M) MN ORCH YOUNG PEOPLE'S CONCERT 10:05a YP 11:40a YP	25 (M) Red Baraat 8:00p	26 (M) MN ORCH Ben Folds with the Minnesota Orchestra(TENT)	27 (M) MN ORCH FRIENDS AND FAMILY CONCERT 2:00p & 4:00p FAM
28 (M) MN ORCH YOUNG PEOPLE'S CONCERT 10:05a YP 11:40a YP	29 (M) MN ORCH YOUNG PEOPLE'S CONCERT 10:05a YP 11:40a YP	30	May 1	2	3 7:00p CON(n) Angelica Choral Scholes	4 (M) 4:00p CON(n) GTCYS Concert
May 5	6	7	8	9	10	11 (M) Friends and Family concert (FiddleFire!) 2:00p & 4:00pm
May 12	13	14	15 (M) MN ORCH 11:00a Coffee Concert	16 (M) MN ORCH 8:00p CONCERT	17 (M) MN ORCH 8:00p CONCERT	18 (M) Preservation Hall Jazz Band 7: 00pm
May 19	20	21 (M) MN ORCH YOUNG PEOPLE'S CONCERT 10:05a YP 11:40a YP	22 (M) MN ORCH YOUNG PEOPLE'S CONCERT 10:05a YP 11:40a YP	23 (M) MN ORCH BUGS BUNNY AT SYMPHONY 8:00p CONCERT	24 (M) MN ORCH BUGS BUNNY AT SYMPHONY 8:00p CONCERT	25 (M) Suzuki Association of the America's Concert
May 28 Memorial Day	27	28	29 (M) MN ORCH 11:00a Coffee Concert	30 (M) MN ORCH 8:00p CONCERT	31 Edi Cesby 3:00p LIVE 8:00p LIVE	June 1 (M) MN ORCH 2p CONCERT
Jun 2	3	4	5 (M) MN ORCH 11:00a Coffee Concert	6 (M) MN ORCH 8:00p CONCERT	7 11:00a Corporate Event (M) MN ORCH 8:00p CONCERT	8

The Minnesota Orchestra
Planning Schedule

****SUBJECT TO CHANGE****
as of 12/19/2013

2013-14 SEASON
SCENARIO:2013-14_SEASON_Default

	9 5:30a Reception A.C.G. MN Reception	10	11	12 (M) MN ORCH 11:00a Coffee Concert 5:30p Reception Corporate Reception	13 (M) MN ORCH 8:00p CONCERT	14 (M) MN ORCH 8:00p CONCERT	15
	16	17	18 8:00p Reception Corporate Reception	19	20 6:00p Reception Wedding Reception (M) The Midtown Men with Minnesota Orchestra 8pm	21 (M) MN ORCH PIXAR PRESENTATION 8:00p CONCERT	22 (M) MN ORCH PIXAR PRESENTATION 2:00p CONCERT
	23	24	25	26 (M) MN ORCH 11:00a Coffee Concert	27 (M) MN ORCH 8:00p CONCERT	28 (M) MN ORCH 8:00p CONCERT	29 (M) MN ORCH 2p CONCERT
	30	July 1	2	3	4	5 (M) MN ORCH 8:00p CONCERT Patriotic	6
	7	8	9 11:30a Mtg Private Luncheon 2014 Corporate Session	10 (M) MN ORCH SOMMERFEST 11:00a Coffee Concert	11 (M) MN ORCH SOMMERFEST 8:00p CONCERT	12 (M) MN ORCH SOMMERFEST 8:00p CONCERT	13 (M) MN ORCH Friends and Family concert 2:00p & 4:00pm
	14	15	16	17 (M) MN ORCH SOMMERFEST 8:00p CONCERT	18 (M) MN ORCH SOMMERFEST 8:00p CONCERT	19 (M) MN ORCH SOMMERFEST 8:00p CONCERT	20
	21	22	23	24	25 (M) MN ORCH SOMMERFEST 8:00p CONCERT	26 (M) MN ORCH SOMMERFEST 8:00p CONCERT	27
	28	29	30	31	August 1	2 4:00p h)* Meeting Corporate Meeting	3
	4	5 4:00p h)* Meeting Corporate Meeting	6 4:00p Reception Private Reception	7	8 5:00p Reception Corporate Dinner & Reception	9	10
	11	12 8:00a Mtg Corporate Training	13 8:00a Mtg Corporate Training	14 8:00a Mtg Corporate Training	15 3:00p h)* Private Rehearsal Dinner	16 Reception Private Wedding Reception	17
	18	19	20	21	22 8:00p h) Private Hold	23	24
	25	26	27	28	29	30 5:00p Reception Private Reception	31

F2014 FULL YEAR WORK STOPPAGE SCENARIO

DECEMBER 16TH
FORECAST
F2014

REVENUE		
EARNED REVENUE		1.8
TICKET SALES		1.3
RENTAL EVENTS - MUSICAL		0.1
RENTAL EVENTS - NON MUSICAL		0.3
OTHER CONCERT ACTIVITIES		0.1
CONTRIBUTIONS		2.8
ANNUAL CAMPAIGN		2.1
NEW INITIATIVES		0.7
DRAWS AND DISTRIBUTIONS		6.8
TRADITIONAL ENDOWMENT		3.2
BFF ENDOWMENT		-
<u>TRUSTS & OTHER ENDOWMENTS</u>		<u>3.6</u>
TOTAL OPERATING REVENUE		11.4
EXPENSE		
MUSICIANS		0.7
CONDUCTORS		0.1
CONCERT ACTIVITIES		1.8
ADMINISTRATIVE EMPLOYEES		4.9
GENERAL OVERHEAD		1.4
<u>BUILDING & FINANCING</u>		<u>1.1</u>
TOTAL OPERATING EXPENSE		10.0
NET OPERATIONS		1.4

Note: Projection based on overall 5% draw from endowments/trusts. If at end of year any surplus would stay in the MOA Endowment. Effectively, reducing the overall draw rate to less than 5%.